



EOWA
BUSINESS
ACHIEVEMENT
AWARDS

2009 Finalists
Summary of Achievements



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2009

This publication profiles organisations that are implementing innovative programs to enhance women's workplace participation, and individual leaders who are champions for change in supporting and advancing women in business.

EOWA congratulates all the finalists of the 2009 Business Achievement Awards and acknowledges the contribution they have made leading the way in creating equitable workplaces for their employees.

Award 1



Leading CEO for the Advancement of Women

Joe Kremer Dell Inc

For Joe Kremer, incorporating EO into Dell's organisational strategy has been essential to the cultural and financial success of the business. This focus and a commitment to attracting and retaining female staff has seen the creation of mentoring and development programs, increased employee benefits and increased workplace flexibility.

Job-sharing, part-time hours, work-from-home options and improved parental leave allowances have been championed by Joe and top-down support of flexible work options has encouraged take-up of these work arrangements. Family friendly behaviour is modelled at all levels of the business and not at the expense of career progression.

Encouraging management support has also been critical to targeting talented senior women and mentoring them through to executive ranks.

Joe founded and drives Dell's Women in IT Executive Mentoring Program which is designed to accelerate the development of leadership skills in women within the IT profession, a primarily non-traditional area for women. Actively recruiting mentors from across business and government, Joe invests his own time

in the program and mentees attest to the program's success in achieving visibility and access to senior executives, determining career development options and expanding skills.

Michael Luscombe Woolworths Limited

Michael Luscombe believes diversity is about doing the right thing and good business. Across the organisation Michael has driven a diversity focus on issues such as recruitment, HR planning, management performance, flexibility and career advancement. Michael was responsible for Woolworths investment in paid maternity leave for its female employees in July 2008, becoming one of Australia's largest private employers to make the move.

He has also supported the initiatives of the Women in Management Working group and the introduction of programs to facilitate the inclusion of women and to remove barriers that may restrict their career progression. These programs include structured mentoring and networking opportunities, the provision of part-time and job-share roles, flexible reintegration after parental leave and support during such leave. Michael also incorporated 'nurturing talent' into the



annual appraisal tool to make managers accountable for developing and retaining talented staff.

Michael's presence at all levels of the organisation from internal leadership programs and networking sessions to pursuing links with external forums has made him a highly visible champion of EO initiatives. As a result of his leadership some positive results have been achieved by Woolworths including the appointment of three women to senior executive positions including two heads of Woolworths trading business.

Michael's continued support of targeted and specific initiatives focusing on increasing the levels of women in management has resulted in a significant improvement in the proportion of women executives from 16.7% in 2004 to 27.0% 2009.

Professor Ross Milbourne University of Technology Sydney

Ross Milbourne has embedded EO into the organisational strategy and performance of UTS. He supports equity initiatives because they are "the right thing to do" and because they deliver a highly productive and diverse workplace. He has shown public support and provided continuing funding for gender equity programs. These include the award winning Women@UTS program, and the Women's Early Career Researchers'

Network, which offers women an understanding of academic career paths; provide skills-based workshops; and provide the necessary networks leading to mentoring relationships.

He has championed the University's Gender Equity Grants and Women in Engineering Programs to improve representation and career progression for women in non-traditional fields of study and employment. He has encouraged senior female academics to be role models encouraging girls and women in these fields.

Ross has maintained centralised maternity leave funding at UTS. The university's 20 weeks of paid maternity leave, supported by phased return to work options, is one of the most generous and flexible in the sector.

As part of his ongoing commitment to women gaining top-level roles, Ross supports the ATN Women's Executive Development Program. He also supports Universities Australia Executive Women, which brings together Australian female Vice-Chancellors and senior executives, significantly increasing their visibility and contribution in the sector.

His leadership and belief in gender equity and social justice have contributed significantly to their integration into UTS policies creating a fair and inclusive work and study environment.

Lew Owens

ETSA Utilities

As the CEO of a company in an industry where female staff levels have traditionally been low, Lew Owens has focused on ensuring women receive the necessary trade and technical skills to advance in the industry. Educating and supporting women in non-traditional roles has been a particular focus of ETSA's commitment to diversity.

Promoting an inclusive workforce is championed by Lew and diversity statistics are reviewed regularly at both board and executive management level. Increasing female workforce participation is a KPI for all managers and employees are measured as champions of diversity and are rewarded annually for their commitment in this area.

Lew personally consults with female employees to better understand how to retain female staff and a women's development survey was introduced to ensure the organisation is inclusive of the specific needs of female employees. Lew established the Women's Mentoring Group to support women and make promotion opportunities visible while re-enforcing an organisational commitment to female staff.

Karen Spiller

St Aidan's Anglican Girls' School

In a female dominated workplace Karen focuses her attentions on developing women's talents and encouraging progress into leadership. Karen mentors women within the school and promotes the mentoring of younger female teachers to assist with career advancement and plans, support personal learning and encourage further study. Managers have the opportunity to shadow senior employees and are also encouraged to take on higher level projects giving them the skills and confidence to move into senior roles.

Karen's awareness that responsibilities outside the home are the biggest barrier to women's advancement in the workforce has meant she has focused on expanding parental leave provisions, encouraging flexible rostering and providing on-site flexible child care.

Karen presents at leadership seminars and conferences and she has been a driving force behind the Aspiring Women Leadership Conference series. Seen as a way to drive EO in all schools, the series has attracted more than 160 women from schools all over Australia. This initiative was grounded in Karen's growing concern about the decline in female leaders in our schools.

Award 2

Freehills

Diversity Leader for the Advancement of Women

Simone Condopoulos Mirvac Hotels & Resorts

Incorporating EO programs into HR and organisational strategy has been a continuing theme of Simone's time at Mirvac. She is a role model for EO within her organisation and has educated and inspired staff, specifically divisional leaders, about EO and improving the HR function to reflect this.

In her efforts to make the culture of the organisation more inclusive and female friendly, Simone has targeted issues of EO in recruitment, career planning and promotion, talent identification, position descriptions, remuneration, parental leave, workplace flexibility and work from home options. She has endeavoured to ensure there is always a suitably qualified woman shortlisted for every senior role and has worked hard to ensure metrics and data are collected to measure women's progress and the progress of policies and programs.

As a measure of Simone's success in this area the HR team has seen an increase in applicant interest, increased interest in flexible work options and improved consistency for their customers which provides a competitive advantage for their business.

Terese Edwards Barkuma Incorporated

As General Manager of Barkuma's Community Support Division, Terese is well placed to see the competitive advantage an organisation has when it can get the best staff and keep them; especially when faced with a skills shortage. Terese ensures EO and diversity are priorities in the organisation and that staff are educated on EO matters and legislation to help drive cultural change.

At an executive level Terese has secured an organisational understanding of, and commitment to, equity for women which is now a standing agenda item in executive meetings and forums. In addition, the Women in the Workplace Committee was established including female staff from a diverse range of work experiences and backgrounds. The committee provided input into the Enterprise Agreement (2009) and the review of key policies and procedures, for example, the EO policy, recruitment policy and staff appraisals. Mentoring and supporting women as they move through the organisation has also been key to improving the representation and participation of female staff.

Terese has sought to create an understanding and support for flexible work options for either carer duties or study requests and consulting with staff has been an important focus for her so she can better understand the needs of staff.

Kim Schmidt **Woolworths Limited**

Kim has influenced other leaders throughout Woolworths to encourage the career progression and retention of women and place EO for Women on the agenda of Woolworths business strategy. This has helped to ensure the business delivers programs and tools to support the participation, career progression and retention of women. She has been instrumental in leading initiatives such as the Women in Management Working Group, development and mentoring of executive women, flexible work policies and paid parental leave benefits. She has a strong commitment to driving EEO and strategies for Indigenous Australians, people with a disability and mature age workers. She ensures key senior women in traditionally male roles are showcased and get sufficient exposure to the business.

Kim constantly challenges any female/male role stereotyping that arises during the succession planning process. A number of traditionally male dominated roles have been filled by highly qualified women, challenging traditional views that may exist, and confirming an emphasis on merit based promotion.

As a result, Woolworths has achieved positive results in facilitating women's career development and progression, with 34% of internal executive promotions and 45% of external appointments being female, both increases on previous years.

Professor Mandy Thomas **The Australian National University**

Professor Mandy Thomas' work is premised on the belief that institutional excellence can be achieved through an appreciation of organisational diversity. Mandy has used her position to promote the "business case" for EO, to help dismantle the "chilly climate" for women at all levels of the University and to stem the "leak" of talented women throughout their academic careers.

Fellowships, leadership programs, promotion information sessions, sustained mentoring opportunities and networking luncheons are all areas through which Mandy has been able to lead organisational change. To ensure fairness in selection and promotion, gender awareness training has been implemented which has helped to create an understanding of barriers to women's career advancement and ways to address them.

The Academic Women's Advancement Fund, which Mandy supports, finances a gender issues group, a quality time fund, a mentoring program for women and a women's writing workshop. She has supported the development of the Equity Project Office with an explicit brief of creating programs to assist the development of academic women at ANU. Mandy has also helped to develop the Carer's Career Development Assistance Fund which assists staff with caring responsibilities to attend major national and overseas conferences and seminars.

Award 3



Leading Organisation for the Advancement of Women (<800 employees)

Avant

Avant's philosophical position on being an equal opportunity employer is to ensure all employees are well resourced and supported in work/life balance and career development. This translates into all areas of HR policy and practices across the employee life cycle, which provides opportunities to assist women to reach their potential.

The cornerstones of Avant's approach are L&D, performance management, remuneration and flexible work practices. Avant provides a range of opportunities to facilitate organisational capability and enhance employee skills, knowledge and career development.

For example, 'Leadership AvantEdge', is an extensive leadership development program that focuses on the importance of leading one's self in effectively leading others. Avant also provides financial and non-financial support for employees to obtain further qualifications.

Avant's performance management system recognises each employee's achievements in outcomes and behaviours on an equal basis which demonstrates that Avant values 'hard' and 'soft' capabilities of employees, and understands their contribution to organisational goals.

Avant has an open, consistent and transparent process for determining remuneration which relies on market benchmarks, rather than individual salary negotiations. This contributes to fair and equitable remuneration for males and females doing work of equal value.

The quality of Avant's parental leave support processes and return to work rates for women remain consistently high. These are supported by management practices to ensure Flexible Work Policy is not just rhetoric.

Overall, Avant's merit-based and flexible HR practices demonstrate commitment and support for equal opportunity within the organisation.

John Wiley & Sons Australia, Ltd

Please see EOWA website for further details.

Savings & Loans Credit Union (SA) Limited

In order to keep staff on parental leave connected to the organisation, a keep in touch program has been developed and short term and casual opportunities to work are provided where possible. Bonding leave is given to secondary carers on the birth of a child. Job share, flex leave, compressed hours and working from home opportunities are also available.

The Diversity Committee administers career management initiatives and programs aimed at increasing the level of self-confidence and self-esteem of female staff. Female staff also have access to succession planning, mentoring, networking, multi-skilling and stretch assignments. The CEO and Executive team are focusing on ways to increase numbers of senior women and include at least one suitably qualified woman on shortlists. Ten female staff are selected monthly to attend AIM women in management functions which assist in networking and encourage their personal and professional development.

United Water International Pty. Ltd.

United Water's family friendly policies include paid parental leave, leave entitlements for nursing mothers (up to 1 hour per day), banked family leave, part time work, flexible hours, work from home and job share. United Water has successfully offered part time work after periods of maternity leave.

United Water has established business systems and processes for consultation to ensure staff have the opportunity to provide feedback. Managers are held accountable as part of the day to day management of their work groups and performance based salaries are linked to EEO matters. Early start and finish times can be negotiated to help with child care arrangements. Females are represented at all levels within the organisation including management.

Award 4

Leading Organisation for the Advancement of Women (>800 employees)



Chevron Australia Pty Ltd

Chevron Australia has a strong commitment to the advancement of women in the male dominated energy sector, with females now making-up more than 30% of its employees. The company, which is operator of the Gorgon and Wheatstone LNG projects and Australia's largest onshore oilfield on Barrow and Thevenard Islands, provides the opportunity to work a compressed working week, flexible start and finish times, part-time and remotely.

For those returning from parental leave, Chevron provides additional family friendly practices, including: an onsite carer's and lactation room; parental packs, paid leave for both primary and secondary carers and keep in touch programs.

Chevron also has a suite of career development initiatives to address the individual needs of its employees, including: career development plans and development agreements; graduate, individual contributor/

experienced professionals and leadership development programs; a mentoring program; and 270/360 multi-source and dynamic leader processes.

An array of employee networks and committees are also available including the Women's, Boola Moort Indigenous, Generation XYZ and Pride Networks; a Wellness and Work/Life Balance Committee; and Personnel Development Committees.

A number of successes have been achieved this year by placing female graduates in non-traditional roles. Chevron also facilitates workload management sessions, in addition to wellness programs such as onsite skin cancer checks, and yoga.

Chevron offers a competitive salary, rewards performance and cares about its people, their safety and the environment in which they work. It has a culture which supports equal opportunity practices in line with its business strategy and values.

ING Australia Limited

In recent years, ING Australia's focus on diversity has been strengthened by CEO Harry Stout, who is a strong champion of thorough talent selection processes that ensure gender equality. The business conducts ongoing gender analysis on all talent processes including leadership, recruitment, and remuneration. As a business standard, all areas complete an annual diversity review and develop comprehensive plans to ensure progress is measured against clear diversity goals.

The ongoing strength of female talent pipelines at ING Australia can be seen in the senior level mentoring programs for recognised high achievers, membership to key groups and networks including Women in Finance, and a business wide 'High Performance Women' program, where female employees are encouraged to participate in career building education and business wide networking. These regular sessions strengthen cross organisational relationships and provide encouragement, strategies and opportunities for women of all levels to build their careers.

A strong focus on diversity ensures that women from within the business are supported in reaching their full potential. Over the past 12 months, ING Australia has seen a number of female senior executives from ING Australia promoted into global CEO positions and an increase in the strength of female talent pipelines within the business.

Mercy Health

A strong focus on increasing women's participation and leadership in the organisation has resulted in 46% of board positions being held by women. Championed by the CEO, staff at Mercy Health have commented that it is no longer necessary to make the choice between being a manager or a parent as the organisation recognises the importance of work/life balance and accommodating life changes.

Gender diversity is part of the organisation's KPIs and by identifying women with management potential and supporting and mentoring them, women now hold 60% of senior positions that directly report to the CEO. Women also hold 71% of all management positions and 51% of employees access flexible working arrangements.

The Parent's Network was developed in line with the organisation's Retention Strategy to provide people with an opportunity to stay connected with the workforce. A number of initiatives have been established in response to feedback received at Parent's Network luncheons: Parental Leave Checklists and Manager Guidelines, API Childcare Referral Program, Breastfeeding Accreditation and the Mercy Bank Program to allow those on extended or parental leave to fill ad hoc shifts and move in and out of casual work in order to keep up their skills and connection with the organisation without interrupting their leave entitlement or continuity of service.

In a climate of limited resources, an innovative approach to work life balance and diversity initiatives continues to deliver benefits to the organisation, resulting in a 97% return rate from Parental Leave.

St John of God Health Care

Promoting an inclusive, equal opportunity culture based on the principles of social justice gives St John of God Health Care a competitive advantage as well as the best skills for providing services to their patients/clients. With 84% (7,439) of its 8,887 strong workforce being female, the organisation's Group Chief Executive Officer leads and promotes the equal opportunity agenda, reinforcing an inclusive, supportive culture which continuously promotes EO. At the highest levels of management – including the Group Management Committee and the Group HR Coordination Committee – EO is given a strong organisational focus and the need to support female staff informs policy and program implementation.

After consulting staff, including via comprehensive surveys, workplace flexibility and work-life balance have become a major focus for the organisation. Currently 53% of the workforce is on permanent part-time arrangements, 39% of female managers work part-time, and workshops on “Managing a Flexible Workplace” are conducted for managers, 71% of whom are female.

Over \$500,000 in funding is provided each year to caregivers to support professional learning and development activities and cross-skilling and mentoring opportunities are available through a variety of programs. Given that women make up the majority of the workforce, these programs have greatly assisted staff engagement and retention rates.

Award 5

Outstanding Initiative and/or Result for the Advancement of Women

AstraZeneca Pty Ltd

AstraZeneca understands women often have to balance work with the care and development of their children. This is especially apparent during school holidays where employees are often required to take extended periods of annual leave to provide care and supervision for their children. With school holidays covering up to 12 weeks each year, staff do not have enough annual leave to cover this and therefore require additional child care assistance to meet the short fall.

To respond to this need AstraZeneca has developed an onsite Vacation Care Program, piloted in January 2009, and held at the AstraZeneca Conference Centre near the corporate head office. The Vacation Care program is run for two weeks during school holidays with up to 40 children able to attend each day. The program has been organised in partnership with the YMCA to provide structured fun activities including onsite entertainment and excursions to local attractions and supervised by accredited YMCA staff. The program is 50% subsidised by AstraZeneca with parents paying the remaining portion of the fee. As a result of its success and the extremely positive staff feedback received, it has been confirmed for each school holiday period throughout 2009.

Johnson & Johnson Medical Pty Ltd

The Parents@J&J initiative has been developed to support employees who are currently expecting a child, new parents or those returning to work after a period of parental leave. The program includes a tool kit designed to guide employees through the company's policies and procedures relating to pregnancy and parental leave support, managing their career during and after parental leave, maintaining skills and contact with the business, understanding flexible work practices, child care options and general support choices.

It also has a workshop component designed to provide an overview of the organisation's parental entitlements and benefits whilst at the same time allowing employees and their partners to connect with other new or expectant parents with whom they can discuss the challenges of raising children and managing a career. This network provides employees support pre-baby, during parental leave and upon return to work.

Johnson & Johnson Medical provides three months paid parental leave and offers employees the opportunity to retain their company mobile and laptop so they can remain connected with the business.

They also extend the opportunity for employees on parental leave to attend company events / meetings with their child and subsidise travel costs for the employee, their child and a carer.

Johnson & Johnson Medical Pty Ltd is the leading provider of medical devices to the Australian health care system. The company is part of the Johnson & Johnson Family of Companies, one of the world's most comprehensive health care organisations. The company employs approximately 650 people across Australia.

PepsiCo Australia and New Zealand

In 2008, PepsiCo Australia and New Zealand successfully implemented a Work Life Quality program to balance the challenge of maintaining a fast paced results driven company with the need to provide flexibility to staff. Linking key performance indicators to managers' pay and performance evaluations ensured work life quality became a way of life at PepsiCo.

The results of the program have shown a 50% reduction in voluntary employee turnover, an increase of 14% in engagement levels across the business and the institutionalisation of annual manager/employee discussions about flexibility in the workplace – with the onus for initiating work life quality discussions placed on managers, not employees.

Significantly, business performance has improved since the implementation of the program validating the belief that providing greater flexibility and ensuring

managers understand the unique work/life demands of each of their employees is not just the right thing to do, but the right thing to do for business. It increases the organisation's attractiveness to potential new recruits as well as re-enforcing a commitment to current staff that the company is as an employer of choice for talented women and men.

St Aidan's Anglican Girls' School

St Aidan's has established an initiative to promote the leadership experiences and aspirations of its female staff. This has been achieved through a formalised mentoring and shadowing program and the development of the Aspiring Women Leaders' Conference.

The Aspiring Women Leaders' Conference and the shadowing/mentoring program are designed for female middle managers who may wish to be considered for senior leadership positions within schools. The aim of these initiatives is to assist women on their career paths and to create a pool of female candidates who are well equipped to move into leadership roles.

The conference provides relevant training, demystifies the application and interview process for aspiring female leaders. This is achieved by inviting experienced, practising leaders of schools to offer their insights into the leadership journey. The workshops are interactive in nature and use theory, practical knowledge and wisdom, interviews, story and time for reflection as the primary learning experiences.

Award 6



Suited for Work

Look good | Feel confident

Outstanding Workplace Flexibility Achieved Through Job Design

Carnival Australia

Project PJs is a working from home initiative within the Reservations Call Centre and was piloted in 2008. The Project involved 8 cruise consultants and one team leader set up to work remotely at home for a period of one month. At the conclusion of the pilot period, analysis of the trial concluded that it had demonstrated greater flexibility and reduced travel time for employees, cost savings, increased employee performance, increased employee engagement and satisfaction and reduced absenteeism.

Following the success of the project, the initiative has become a permanent arrangement. It is being expanded to include an additional 8 employees and there are plans to specifically recruit employees working from home in 2009.

Chevron Australia Pty Ltd

At Chevron, flexible work arrangements including a compressed work week, part-time and job share opportunities, flexible start and finish times and remote computer access are available for office based employees. Such arrangements allow employees to meet their family responsibilities or undertake further study as a part of their career development.

The company provides the opportunity for employees to become part-time as they transition to retirement, as well as when they are returning to work from parental leave.

Chevron has also rolled out a job design toolkit. This supports supervisors and employees with identifying clear responsibilities, accountabilities, scope and size of jobs, and reporting relationships. This tool has been useful for determining workplace flexibility based on individual needs and business requirements such as part-time and job share arrangements. Workload management sessions were also held to ensure efficient prioritisation and delegation of workloads.

Chevron is also dedicated to ensuring part-time employees have equal access to training and development opportunities and career progression planning.

Such initiatives are not only beneficial to employees, but are also key drivers of Chevron's ability to attract and retain a diverse working group. They are also critical to delivering the organisational capability required to commercialise Chevron's Gorgon and Wheatstone Projects and undertake its vigorous exploration and appraisal program.

Healthscope Ltd

The provision of flexible and accessible service options for patients and clients is integral to the customer focus and service excellence at Healthscope. A number of sites and service teams have undergone redesign within the past year to better accommodate the needs of patients, clients and employees.

In mental health, it has not traditionally been the culture to offer out of hours programs. However, Healthscope now offers evening and weekend programs for clients, which benefits high functioning people with mental health conditions by enabling them to attend these programs after work and at the same time provides working mothers/parents with an opportunity to work at night when their partners and families are more able to provide child care assistance. The client feedback and program results have been very positive.

Employees have enjoyed the opportunity to run these programs and have found it particularly helpful with returning to work after parental leave and maintaining their skills on a part time basis.

Rio Tinto

Rio Tinto Iron Ore, as part of its attraction and retention strategy, has focused on providing flexibility, particularly for female employees. The Flexible Work Arrangements policy is a transparent process through which the employee is able to adjust their work conditions to better manage other life commitments. On offer have been flexible rosters, work from home, job-share rotational rosters which offer cross-skilling opportunities, flexible hours to accommodate a partner's roster, shifts designed around school hours and hours designed for women who are pregnant.

The organisation has been flexible in catering for the differences in work conditions, geographic locations, role type and level and personal circumstances of its employees. The benefit for the organisation is the attraction and retention of a more diverse workforce, as well as the retention of skills and experience.

Award 7

ExxonMobil



Outstanding EEO Practice for the Advancement of Women in a Non-Traditional Area/Role

Chevron Australia Pty Ltd

Chevron carefully monitors gender statistics in recruitment and promotion to ensure progress is being made in getting women into non-traditional roles. All selection panels are expected to meet diversity expectations and candidate lists need to include suitably qualified women.

A comprehensive leadership development program has been undertaken to support and develop existing managers, team leaders and those aspiring to leadership roles. This year, Chevron ran the Structured Leadership Development Program which was attended not only by women in supervisory roles but those aspiring to be in these roles in the future. Two senior women at Chevron were selected to participate in a Leadership Forum exclusively for high potential leaders. This forum involved a week long session with other Chevron leaders from around the world including the CEO.

As a further step towards success in the area of equal employment opportunities (and as a sign of cultural change within the organisation) there has been a 12% increase in the number of women taking part in the Horizons Program, which is focused on

developing the careers of professional staff in the first five years of their working career. There has also been a high take-up rate of women filling vacation employment positions (50%).

INENCO Pty Ltd

Inenco has initiated a series of Women's Forums at its operations around Australia, to promote consultation, individual development, and support career growth. The objectives of the Forums were to make the employment and career prospects within Inenco more attractive to women internally and externally, ensure development opportunities were being fully utilised and encourage and support women in their career development.

The Women's Forums have fostered mentoring programs, improved communication techniques, enhanced time management, goal setting and improving organisation skills and are resulting in an acceleration of career paths for women. Over 2008-09, 16 women were hired into non-traditional roles, more women were included as part of INENCO's accelerated development (as far as MBA level) and more traineeships were offered to women.

Inenco has also introduced greater flexibility for women, providing study leave, flexible start and finish times, reduced days to balance work and family commitments and part time roles when returning from maternity leave.

Scholle Industries Pty Ltd

Scholle is the pioneer of Bag in Box packaging and in 2009 is celebrating the 30th anniversary of its operations in Adelaide, South Australia. Scholle continues to lead this field of packaging globally and in no doubt this has been achieved by the high value placed on the people who are Scholle.

Scholle's workplace is currently 52% female across all departments in its Elizabeth West facility and the high representation of women, along with the pioneering spirit, has led to the introduction of the "Secret Women's Business Workshop" in 2008. The workshop was designed for manufacturing and non-manufacturing workers and covered a number of topics relevant to women in the workplace with the goal of providing education and

training with a particular focus on career, health and budgeting.

The key outcomes delivered by the workshop include:

- Women, specifically those in supervisory roles in non-traditional areas such as machine setting, have demonstrated an ability to make effective decisions that have a critical effect on the quality of our people and our manufactured product.
- Further training, such as presentation skills has led to an improved confidence and willingness to lead various teams including those associated with Lean Transformation currently in place at Scholle.
- The workshop will be retained as an annual event on the Scholle HR calendar.

The Managing Director and Human Resources representatives were present at all sessions to interact with the employees and to collect any information that may be useful for assisting women in the workplace.

SP AusNet

After analysis of the external environment, the organisational five year business plan and workforce demographics, SP AusNet saw the need to establish a work group to investigate and act upon a range of diversity issues that impacted on the business. The Managing Director launched the group, inviting all SP AusNet employees to participate in the initiative, which resulted in 29 employees (both male and female) from all business divisions putting themselves forward to form the Diversity Initiative Group.

The group meets regularly and is sponsored by two direct reports to the Managing Director. It works to assist SP AusNet to become an attractive employer for all sections of the workforce, particularly women.

In the last 12 months the group has gained approval to proceed with the provision of quiet a room for female employees returning from parental leave and generally as a carer's space for feeding and visits from partners.

Veolia Environmental Services (Australia) Pty Ltd (VESA)

VESA launched two major development initiatives aimed at the retention and development of female employees. In 2008 a mentoring program called Women Moving Forward was piloted with 10 female employees selected from all business levels and units and run for over 10 months. The program assists women in developing self confidence, key skills and networking structures so they are ready to take the next step in their careers.

Another major initiative developed was the Women's Development Program which provided four female employees the opportunity to undertake a three month learning experience designed to foster change and growth by providing a practical way to look at common obstacles women face. Participants will also be shown how to take responsibility for their personal and career success.

Award 8



Australian Government

Department of Families, Housing,
Community Services and Indigenous Affairs

Office for Women

The Minister's Award for Outstanding EEO Practice

Cement Australia

The nation's leading producer of cement, Cement Australia, is making significant inroads into closing the gender pay gap. Automated reporting processes and a commitment to understanding the drivers of pay inequity are behind the rigorous analysis of pay and grading criteria. Statistics on disparities between male and female staff are presented to the Executive team annually to ensure there is no systemic gender inequity. The HR team closely manages the creation of new positions to ensure consistency and equitable grading, remuneration and appointments.

This year Cement Australia began a project to review the classification of roles and grading consistency which involved extracting salary and grading information for all female employees and identifying "similar" roles filled by male employees for comparison. A round table of HR managers reviewed the data for inconsistencies and discussed roles where grading inequity was a potential issue.

A mentoring program championed by the CEO combined with a strategy to manage the risks of 'stretch assignments' have led to the fast tracking of women into roles previously filled by men. The number of women in senior and executive roles has risen rapidly.

Mount Isa Group Apprenticeship, Traineeship & Employment Inc (MIGATE)

MIGATE is a community based not-for-profit group training organisation that seeks out opportunities for training where they may not have previously existed, becoming the indentured employer of apprentices and trainees. MIGATE places apprentices and trainees with other employers (Host Trainers), so that they can get on the job training in a related work environment.

It became evident that even though traineeships were being sought, Host Trainers expected that trainees would have a little office experience. To offer equal opportunities for training to

Indigenous women, MIGATE introduced an initiative that involves employing Indigenous women in the MIGATE office while mentoring and training them in basic office procedures. Work experience gained at the MIGATE office afforded them increased confidence in their ability to transition into other work environments and to successfully complete a Certificate III in Business Administration.

Newcrest Mining Limited

Newcrest's Telfer mine is located on Martu land. The company has sought to build a strong relationship with the Martu looking at ways it can provide a range of benefits to the Martu including training, employment and business development opportunities as well as aiding community development through infrastructure, health, education, cultural and administrative support.

The Indigenous Employment Training Program is a 26-week program which leads to a Certificate 1 in Mining and Infrastructure and can lead to experience working in a number of areas including, for women, non-traditional roles. Training is maintained during a 12 month settling-in period and focuses on personal development, up-skilling and health.

Community Liaison officers have been employed to undertake long-distance recruitment drives and talent identification projects. Training is offered

to those keen to take employment and mentors are available to assist in the transition to work. Indigenous women are specifically included in these processes and supported in the workplace so as to increase their retention rates.

In addition, more broadly across the company, female employees are being offered flexible work options, assertiveness training and networking skills. Furthermore, attention is being directed towards women at the graduate level as the organisation recognises the difficulty of attracting women into non-traditional roles such as mining.

SP AusNet

SP AusNet has undertaken a considered and thorough review of pay equity, particularly in relation to gender, in order to identify any disparity and to formulate the means to redress any discrepancies. Guidelines have been created for managers, to ensure that employees who are in the same size role and who perform at the same level should be paid at the same level and a regular review process is in place to ensure that guidelines are being implemented. SP AusNet's focus on eliminating gender pay inequity is a fundamental component of the overall diversity strategy and has resulted in many positive outcomes for women.

Bullying and Harassment Prevention: an EOWA on-line training program

A practical and sophisticated multi-media training program has been developed by EOWA to help employers educate employees about appropriate behaviour at work.

Delivered completely on-line, this program quickly and clearly presents staff with information on how to prevent bullying and discrimination in the workplace. Modules include written information, activities and video case studies covering bullying, harassment, discrimination, and current State and Federal legislation. The ability to customise the program with organisation specific policies and procedures means this tool is ideal for staff and managers at all levels.

This program is easily rolled out for the induction of new employees as well as recommended annual training for all staff. The course can be completed within an hour at each employee's own pace. Employees receive a certificate at completion.

The EOWA Bullying and Harassment Prevention program can help protect employees from harm and provides protection for organisations from potential costly and time-consuming claims. The organisation receives a compiled report of completion by student name for their records.

For further information contact EOWA on 02 9448 8500.

Pay Equity Resources

EOWA has developed a comprehensive pay equity section of the Agency website which includes numerous free resources for organisations. These include case studies and tips for business, related reports and statistics, and EOWA's new pay equity audit tool which can help identify and explain pay gaps within an organisation.

To access EOWA's pay equity resources visit www.eowa.gov.au

Suited for Work

Suited for Work is a not for profit organisation that supports women as they return to the workforce and become economically self-sufficient. They provide quality and appropriate clothing and general presentation advice to help women rebuild their self-esteem.

You can support Suited for Work by:

- Volunteering
- Donating Quality Work Clothing
- Donating Money
- Sponsorship
- Attending Fundraising Events

For further information on partnership opportunities with Suited for Work or for any other information please contact Megan Etheridge on 0408 708 717 or visit their website www.sfw.org.au



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Women in the Workplace Agency**